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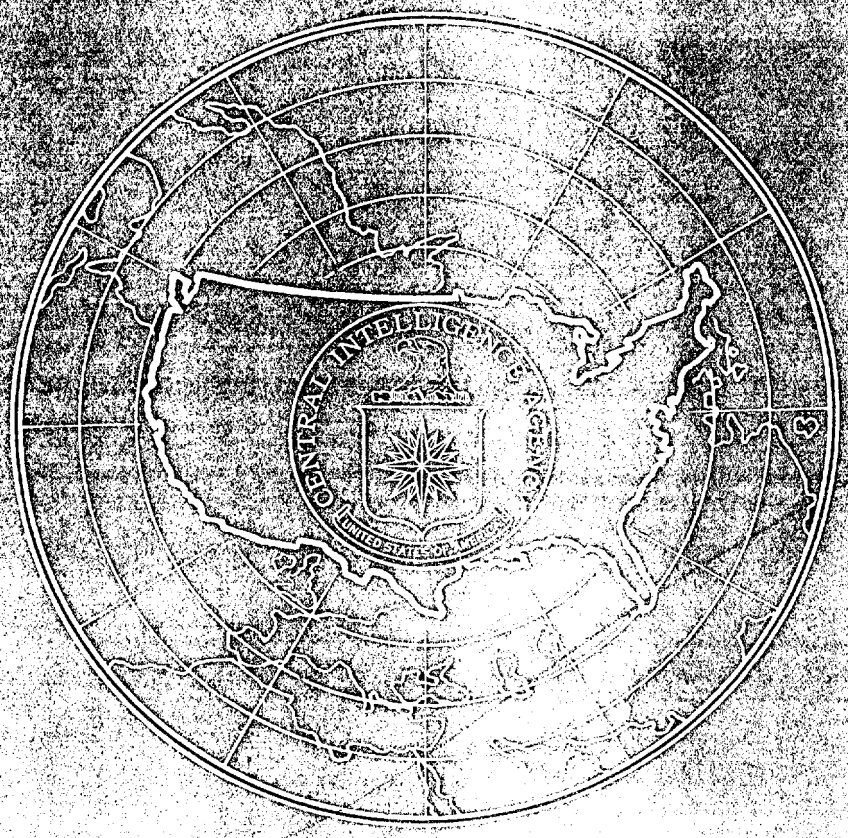
MIDCAREER
EXECUTIVE DEVELOPMENT COURSE



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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE (MEDC)

NO. 24

(OTR No. 4-70)

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Thursday, 28 May and Monday, 1 June-Friday, 5 June 1970
Room 1A-07 Headquarters

Sunday, 7 June - Thursday, 11 June 1970 - FIELD TRIP

Friday, 12 June 1970 - A.M. - 1A-07 Headquarters
P.M. - USIB Conference Room

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 24

CHIEF : [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

ASSOCIATE : [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

TRAINING ASSISTANT: [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

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FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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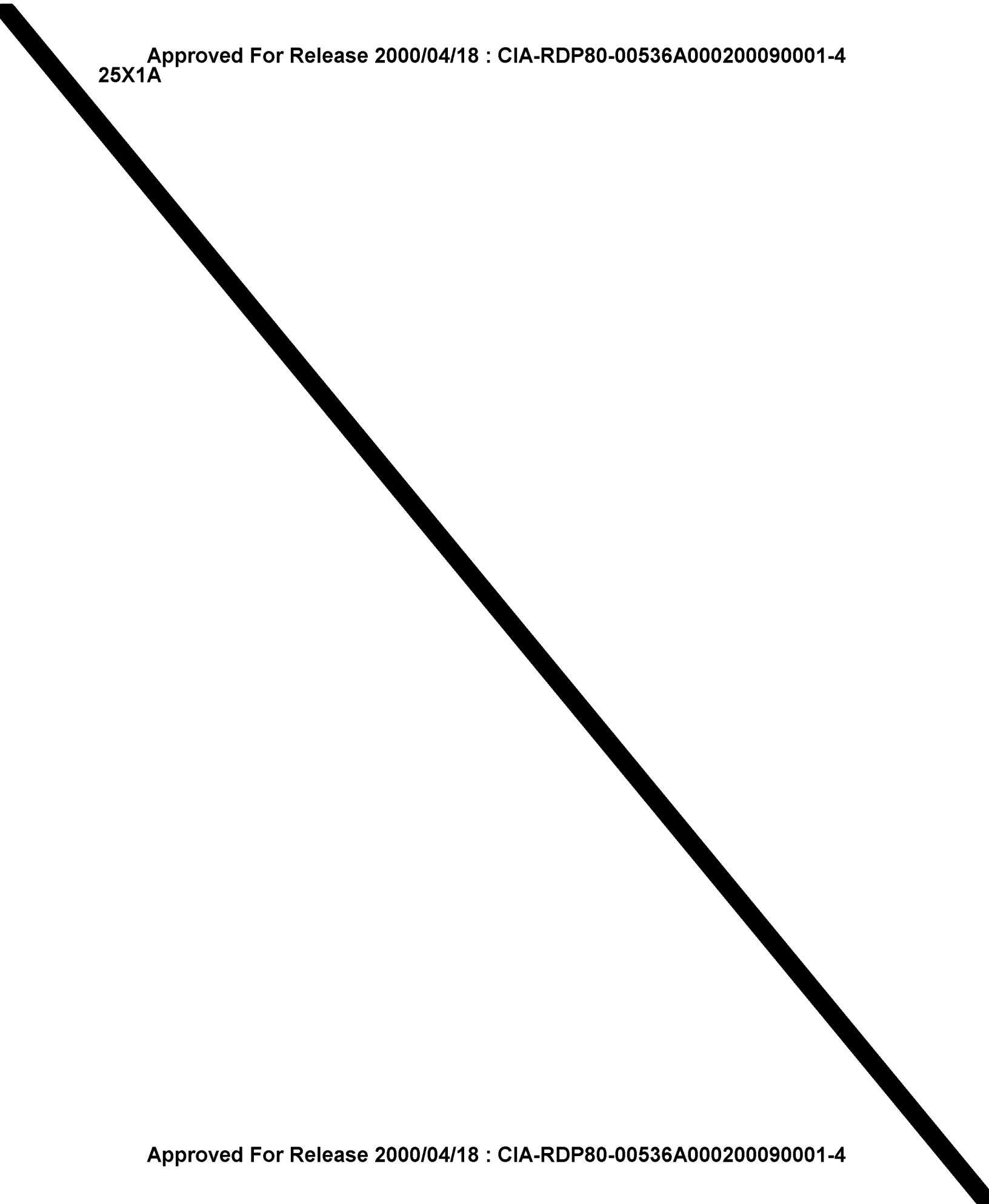
25X1A



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THURSDAY, 28 May 1970
(Room 1A-07, Headquarters)

25X1A

0815-0845	Individual Presentation	
0900-1000	"The Limits of United States Foreign Policy"	[redacted] Paul H. Nitze Professor of International Politics, School of Advanced International Studies, Johns Hopkins University
1010-1100	Question Period	
1115-1215	Informal Discussion with the Deputy Director for Plans	Thomas Karamessines
1220	Lunch	
~~1315-1345~~ 1310-1400	Individual Presentation	
~~1400~~ 1410-1530	"~~The War on Poverty~~ Urban Crisis"	Hyman Bookbinder Director, Washington Office, American Jewish Committee (Former Assistant Director of the Anti-Poverty Program)
1540-1630	Question Period	

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FRIDAY, 29 May 1970

H - O - L - I - D - A - Y

(MEMORIAL DAY)

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MONDAY, 1 June 1970
(Room 1A-07, Headquarters)

0815-0845 IP
~~0830-0900~~ ~~Reading Period~~

0900-1030	"The Middle East"	John Badeau Director, Middle East Institute, Columbia University (Former U.S. Ambassador to the United Arab Republic)
1040-1130	Question Period	
1145	Lunch	
1245-1345	CIA Operations Center Briefing and Tour (Group A. --7th Floor Turnstile on F Corridor Critique Period (Group B)	[redacted] 25X1A Chief, CIA Operations Center
1400-1630	"How to Read a Foreigner"	James Bostain Scientific Linguist, Foreign Service Institute, Department of State

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TUESDAY, 2 June 1970
(Room 1A-07, Headquarters)

0815-0845	Individual Presentation	
0900-1000	"Coordination of Policy Problems Facing the Overseas Ambassador and the Departmental Bureau"	Ambassador Parker Hart Director, Middle East Institute, Washington, D.C. (Former Assistant Secretary of State for Near Eastern and South Asia Affairs)
1000-1030	Question Period	
1045-1140	"Current Developments and Problems of the United States Government in East Asia"	The Honorable Marshall Green Assistant Secretary of State for East Asian and Pacific Affairs, Department of State
1140-1200	Question Period	
1210	Lunch	
1300-1400	"CIA Operations Center Briefing and Tour (Group B) -- 7th Floor Turnstile on F Corridor Critique Period (Group A)	[redacted] 25X1A Chief, CIA Operations Center
1415-1515	"Vietnam, Laos, and Cambodia: Trends and Developments"	[redacted] 25X1A Deputy Special Assistant to the Director for Vietnamese Affairs
1515-1545	Question Period	
1600-1700	"Young Professionals and the Agency"	CT Panel 25X1A [redacted]

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WEDNESDAY, 3 June 1970
(Room 1A-07, Headquarters)

0815-0845	Individual Presentation	
0900-1015	Presentation by the Management Advisory Group (MAG)	Panel of MAG Members [redacted] 25X1A
1030-1130	"The President's Tools in Foreign Policy Decision - Making"	Harold Saunders Member, Senior Staff The National Security Council, The White House
1130-1200	Question Period	
1215	Lunch	
1330-1530	"Communist China"	Richard Walker Director, Institute for International Studies, University of South Carolina
1540-1630	Question Period	

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THURSDAY, 4 June 1970
(Room 1A-07, Headquarters)

0815-0845	Individual Presentation	
0900-1000	"American Politics in the 1970's"	Richard Scammon Director, Elections Research Center, Washington, D.C.
1010-1100	Question Period	
1115-1200	Field Trip Briefing	[redacted] 25X1A
1215	Lunch	
1315-1415	"Arms Control"	Herbert Scoville Former Deputy Director for Research, CIA, and former Assistant Director for Science and Technology, ACDA
1415-1445	Question Period	
1500-1600	"The Black-White Crisis"	Maurice Dawkins Professor of Urban Affairs, Federal Executive Institute Charlottesville, Va.
1600-1630	Question Period	

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FRIDAY, 5 June 1970
(Room 1A-07, Headquarters)

0830-0900	Reading Period	
0900-1030	"Soviet Foreign Policy"	Herbert Dinerstein Professor of Soviet Studies, School of Advanced International Studies, Johns Hopkins University, Wash., D.C.
1040-1130	Question Period	
1140	Class Lunch in Executive Dining Room (Room 7D-48)	
1230-1320	Critique Period (Phases II and III)	
1330-1500	"The Soviet Strategic Threat"	Bruce Clarke Director, Office of Strategic Research, Intelligence Directorate
1510-1600	Question Period	
1615	Convene in USIB Conference Room	
1630-	Meeting with the Director of Central Intelligence	Richard Helms

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FIELD TRIP SCHEDULE FOR MEDC NO. 24 **

Sunday, 7 June 1970

1145	EDT	Convene at Headquarters
1200	EDT	Special Bus Leaves Hqs. for Andrews AFB
1300	EDT	Lv Andrews for Patrick AFB, Cape Kennedy, Fla.
1630	EDT	Ar Patrick AFB, Cape Kenedy, Fla.

Monday, 8 June

0800-1330	EDT	At NASA facilities, Cape Kennedy
1430	EDT	Lv Patrick AFB, Cape Kennedy
1930	MDT	Ar Peterson Field, Colorado Springs, Colo.

Tuesday, 9 June

0800-1600	MDT	At NORAD

Wednesday, 10 June

0800-1200	MDT	At NORAD
1300	MDT	Lv Peterson Field
1345	MDT	Ar Warren AFB, Cheyenne, Wyoming
1430-1700	MDT	At Warren AFB

Thursday, 11 June

0800-1130	MDT	At Warren AFB
1300	MDT	Lv Warren AFB
2130	EDT	Ar Andrews AFB
2140	EDT	Special Bus from Andrews AFB to Headquarters

** The above Field Trip Schedule is tentative but it will be confirmed during the week prior to the Field Trip flight.

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FRIDAY, 12 June 1970
(At Headquarters)

Final Day

0915-1015	Meeting in Room 1A-07 Headquarters: Preparation of Field Trip Accountings Completion of All Course Critiques	
1030-1130	"The United States Congress"	William H. Woodruff ~~Speaker to be Announced~~ Council, Senate Comm. on approp.
1130-1200	Question Period	
1215	Lunch	
1315-1400	Completion of Course Critiques (Room 1A-07)	
1400-1500	"Current Developments and Problems Facing the United States Government in Latin America"	The Honorable Charles Meyer Assistant Secretary of State for Inter-American Affairs, Department of State
1500-1530	Question Period	
1545-	Award of Certificate for Midcareer Executive Development Course	Hugh Cunningham Director of Training

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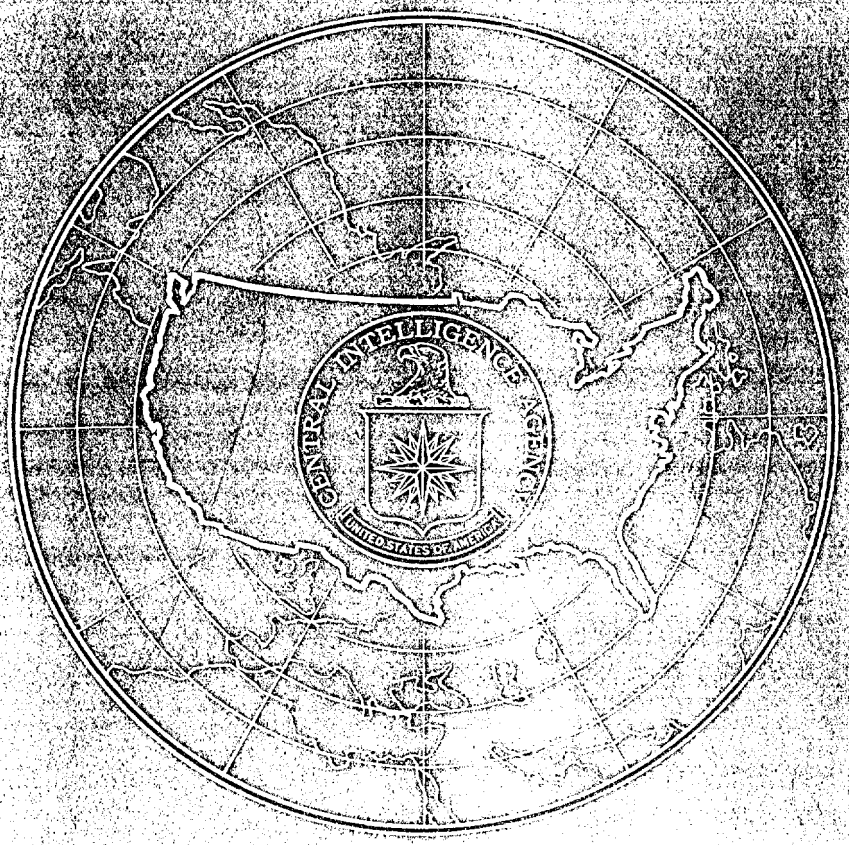
MEDC #24 - Phase II
11 - 27 May 1970

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE



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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

No. 24

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 11 May through Friday, 22 May 1970

[redacted]

25X1A

Monday, 25 May through Wednesday, 27 May 1970

at Headquarters Building

Room 1A-07

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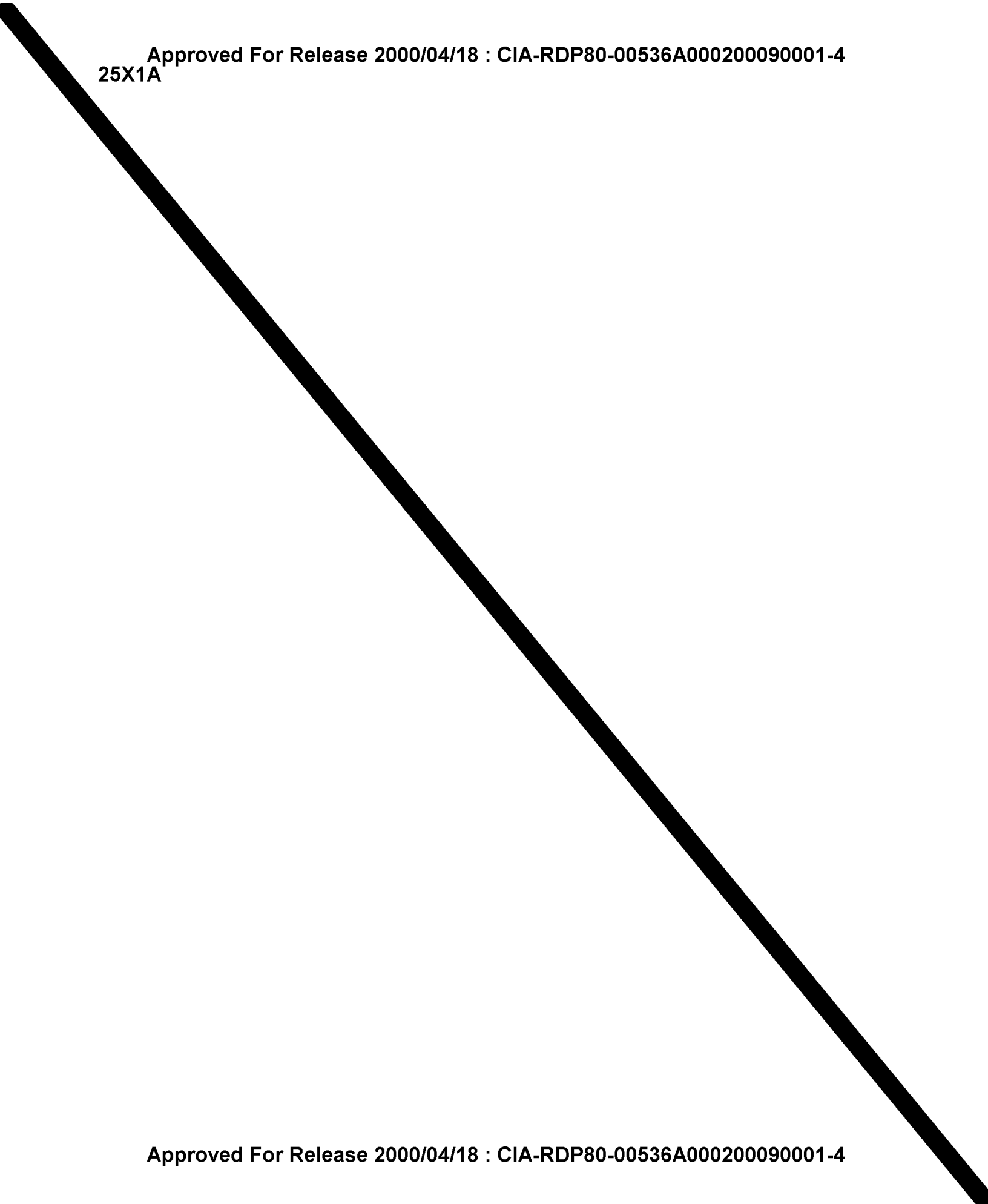

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MONDAY, 11 May 1970

0900	Convene in CR-11	
0915-0930	Administrative Briefing	
0945-1050	"The Agency and the Intelligence Community"	Hugh Cunningham Director of Training
1100-1200	Question Period	
1215	Lunch	
1310-~~1330~~ 1315	Group Introductions	
1315-1420 ~~1410-1430~~	Critique Period (Phase I--The Grid)	
1420-1440-1530	"The Role of the USIB"	[redacted] Deputy Executive Secretary to the USIB
1530-1540	Question Period	
1550-1640	"The Agency's Legal Activities"	Lawrence Houston General Counsel
1640-1700	Question Period	
1700-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion [redacted]	Hugh Cunningham [redacted] Lawrence Houston

25X1A

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TUESDAY, 12 May 1970

0800-0915	Bus Tour of Base		
~~0930-1030~~ 0940-1040	"Introduction to the Clandestine Service"	[redacted] Chief, Foreign Intelligence Staff	25X1A
1040-1140	"Agent Operations"	[redacted] Former Chief, SR Division and	25X1A
1140=1210	Question Period	[redacted]	25X1A
1230	Lunch		
1330-1430	Individual Presentations (IP's)		
1445-1530	"Field Station Activities"	[redacted] Central Cover Staff	25X1A
1530-1550	Question Period		
1600-1645	"The Management of an Area Division"	[redacted] Chief, Western Hemisphere Division	25X1A
1645-1700	Question Period		
1700-1830	Free Period		
1830	Dinner		
1930-2130	Informal Discussion [redacted]	[redacted]	25X1A

25X1A

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WEDNESDAY, 13 May 1970

	0800-0900	Individual Presentations
	0900-0930	Reading Period
	0930-1215	"Case History"
25X1A	1230	Lunch
	1330-1415	[redacted]
	1415-1430	Question Period
	1445-1530	"Target: Soviet Bloc"
	1530-1550	Question Period
25X1A	1600-1645	[redacted]
	1645-1700	Question Period
	1700-1830	Free Period
	1830	Dinner
	1930-2130	Informal Discussion
25X1A		[redacted]

25X1A

[redacted]

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THURSDAY, 14 May 1970

0800-0930	Individual Presentations
0940-1025	"The Nature of Covert Activity"
1025-1040	Question Period
1050-1135	"Foreign Intelligence Collection Activities and Programs"
1135-1150	Question Period
1155	Convene at the Officers Club
1205	Buffet Lunch at the Club
1250-~~1445~~ 1345	Informal Discussion
25X1A 1400 - 1450 ~~1500-1540~~	[redacted]
1500 - 1550 ~~1550-1630~~	"The Central Reference Service"
STATSPEC	
1600 - 1650 ~~1640-1730~~	[redacted]
1730-1830	Free Period
1830 -	Dinner
1930-2130	Informal Discussion
25X1A	[redacted]

25X1A

[redacted]

[redacted]

STATSPEC

[redacted] 25X1A

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FRIDAY, 15 May 1970

0800-0830	Individual Presentation		
0830-0930	Reading Period		
0945-1030	"Environmental Intelligence"	[redacted] Director of Basic and Geographic Intelligence	25X1A
1030-1045	Question Period		
1055-1140	"Economic Intelligence"	[redacted] Director of Economic Research	25X1A
1140-1200	Question Period		
1210	Lunch		25X1A
~~1315-1415~~ 1300-1400	"The Agency's Relationship with the Congress"	[redacted] Legislative Counsel	
~~1430-1510~~ 1410-1450	Film: "The National Intelligence Estimate"	Theater Auditorium	
1530	Free Weekend		

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MONDAY, 18 May 1970

0900	Convene in Arena "B"	
0905	Administrative Briefing	
0915-1015	Individual Presentations	
1030-1120	"The Agency's Responsibility in Strategic Research"	Bruce Clarke Director of Strategic Research
1120-1145	Question Period	
1200	Convene at Officers Club	
1215	Buffet Lunch at the Club	
1300-1500	Informal Discussion with the Deputy Director for Intelligence	[redacted] 25X1A
1515-~~1630~~ 1615 1615-1700	Reading Period for Seminars Film: National Intelligence Estimate"	CR-12 and CR-13
~~1745~~	Dinner	
1830	Coffee in Arena "B"	
1840-1950	First Seminar Period: Group A - Meeting with Drexel Godfrey, Director (CR-12) of Current Intelligence Group B - Meeting with [redacted] Member of the Board (CR-13) of National Estimates	25X1A
2000-2115	Second Seminar Period: Group B - Meeting with Drexel Godfrey, Director (CR-12) of Current Intelligence Group A - Meeting with [redacted] Member of the Board (CR-13) of National Estimates	25X1A
2130	Informal Meeting with Messrs. Godfrey and [redacted] at [redacted] (Voluntary)	25X1A 25X1A

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TUESDAY, 19 May 1970

0800-0930	Individual Presentations	
0945-1045	"The Role of Science and Technology in CIA"	Donald Steininger Asst. Deputy Director for Science and Technology
1045-1105	Question Period	
1115-1145	"The Agency's Research and Development Programs"	Robert Chapman Director of Research and Development
1145-1200	Question Period	
1215	Lunch	
1315-1400	Reading Period	
1410-1440	"ELINT Activities"	[redacted] 25X1A Director of ELINT
1440-1455	Question Period	
1505-1535	"Scientific Intelligence"	[redacted] 25X1A Chief, Nuclear Energy Division
1535-1550	Question Period	
1600-1630	"Foreign Missile and Space Analysis"	[redacted] 25X1A Deputy Director of Foreign Missile and Space Analysis (FMSAC)
1630-1645	Question Period	
1645-1700	Closing Remarks	Donald Steininger
1830	Dinner	
1930-2130	Informal Discussions [redacted]	Donald Steininger [redacted] 25X1A

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WEDNESDAY, 20 May 1970

0800-0930	Individual Presentations	
0945-1040	"The Support Services"	R. L. Bannerman Deputy Director for Support
1040-1050	Question Period	
1100-1145	"Personnel Problems"	Robert Wattles Director of Personnel
1145-1215	Question Period	
1230	Lunch	
1330-1430	Individual Presentations	
1445-1530	"Security Considerations in Accomplishing the Agency's Mission"	Howard Osborn Director of Security
1530-1545	Question Period	
1555-1645	"Logistical Support of Agency Activities"	John Blake Director of Logistics
1645-1700	Question Period	
1700-1830	Free Period	
1830	Dinner	
1930-2130	Informal Discussion [redacted]	R. L. Bannerman Howard Osborn John Blake

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THURSDAY, 21 May 1970

0800-0900	Individual Presentations	
0915-0945	Reading Period for Seminars	CR-12 and CR-13
~~0945~~ 0950-1050	First Seminar Period: Group A - Meeting with John Tietjen, Director of Medical Services (CR-12) Group B - Meeting with [redacted] Deputy Director of Training (CR-13)	25X1A
1100-1200	Second Seminar Period: Group B - Meeting with John Tietjen, Director of Medical Services (CR-12) Group A - Meeting with [redacted] Deputy Director of Training (CR-13)	25X1A
1215	Lunch	
1310-1340	Individual Presentation	25X1A
1350-1435	"Financial Management	[redacted] Deputy Director of Finance
1435-1450	Question Period	25X1A
1500-1600	"Developments in Technical Communications"	[redacted] Director of Communications
1610-1700	Demonstration of Equipment and Question Period	
1700-1815	Free Period	
1815	Dinner	
1900-2100	Informal Discussion with the Executive Director-Comptroller [redacted]	Colonel L. K. White

25X1A

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FRIDAY, 22 May 1970

0800-0930	Individual Presentations	25X1A
0945-1035	"The Evaluation of National Intelligence Programs and the Agency's Relationship to the PFIAB"	[redacted] Assistant Deputy to the Director of Central Intelligenge for National Intelligence Programs Evaluation
1035-1050	Question Period	
1100-1200	Individual Presentations	
1215	Lunch	
~~1415-1445~~ 1315	Administrative Time	
~~1500~~ 1345	ETD for Drivers and Passengers	

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MONDAY, 25 May 1970
(At Headquarters)

0750	Convene at Headquarters-- Front of Auditorium	
0800	Depart by Bus for [redacted]	25X1A
0830	Arrive [redacted]	25X1A
0900-1100	"Developments in Photographic Intelligence"	Arthur Lundahl Director, National Photographic Interpretation Center
1115	Lunch at [redacted]	25X1A
1200-1345	"The Imagery Analysis Service" Briefing and Tour	[redacted] Director, Imagery Analysis Service
1400	Depart by Bus for Return to Headquarters	
1430	Arrive Headquarters	
1445-1600	"Planning and Programming in CIA: Depth and Scope"	John Clarke Director of Planning, Programming, and Budgeting
1605-1645	Visit to the PPB Situation Room and Question Period	

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TUESDAY, 26 May 1970

0730	Convene at Headquarters-- Front of the Auditorium	
0740	Depart by Bus for the National Security Agency (NSA) at Ft. Meade, Md.	
0830	Arrive at NSA Headquarters-- Main Entrance	
0845	Convene in NSA Conference Room	
0900-1200	Briefings and Tour at NSA	NSA Senior Officials
1215	Lunch at NSA	
1315	Depart from NSA by Bus for return to Headquarters	
1415	Arrive at Headquarters	
1430-1545	"The Defense Intelligence Agency (DIA)"	Lt. Gen. Jammie Philpott Deputy Director, DIA Dept. of Defense
1600-1700	"The Department of State--Its Responsibilities in the Intelligence Field"	David Mark Dep. Dir. for Regional Research Bur. of Intelligence & Research Dept. of State

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1730-1930	Informal Cocktail Party in the Executive Dining Room--Guest: Inspector General	Gordon Stewart

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WEDNESDAY, 27 May 1970

0730	Convene at Headquarters: Front of the Auditorium	
0745	Bus Departs for [redacted]	25X1A
0830-1345	"Technical Services in Support of Operations"	25X1A [redacted] Chief, Technical Services Division
		25X1A [redacted] Chief, Operations, Technical Services Division
	Presentations -- Tours	25X1A [redacted] Chief, Development and Engineering, Technical Services Division
	and	
	Working Luncheon	25X1A [redacted] Executive Officer, Technical Services Division
1350	Bus Departs for Headquarters	
1430	Bus Arrives at Headquarters	25X1A
1445-1540	"The Agency's Computer Services"	[redacted] Acting Director of Computer Services
1550-1720	Briefing on Computers	25X1A [redacted] Senior Computer Specialist, Office of Computer Services

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MEDC #24 - Phase I
3 - 8 May 1970

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

OFFICE OF TRAINING

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 24

CHIEF : [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

ASSOCIATE : [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

TRAINING ASSISTANT: [redacted] 25X1A
Room 611, Magazine Building
Ext: 2243 or 2826

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FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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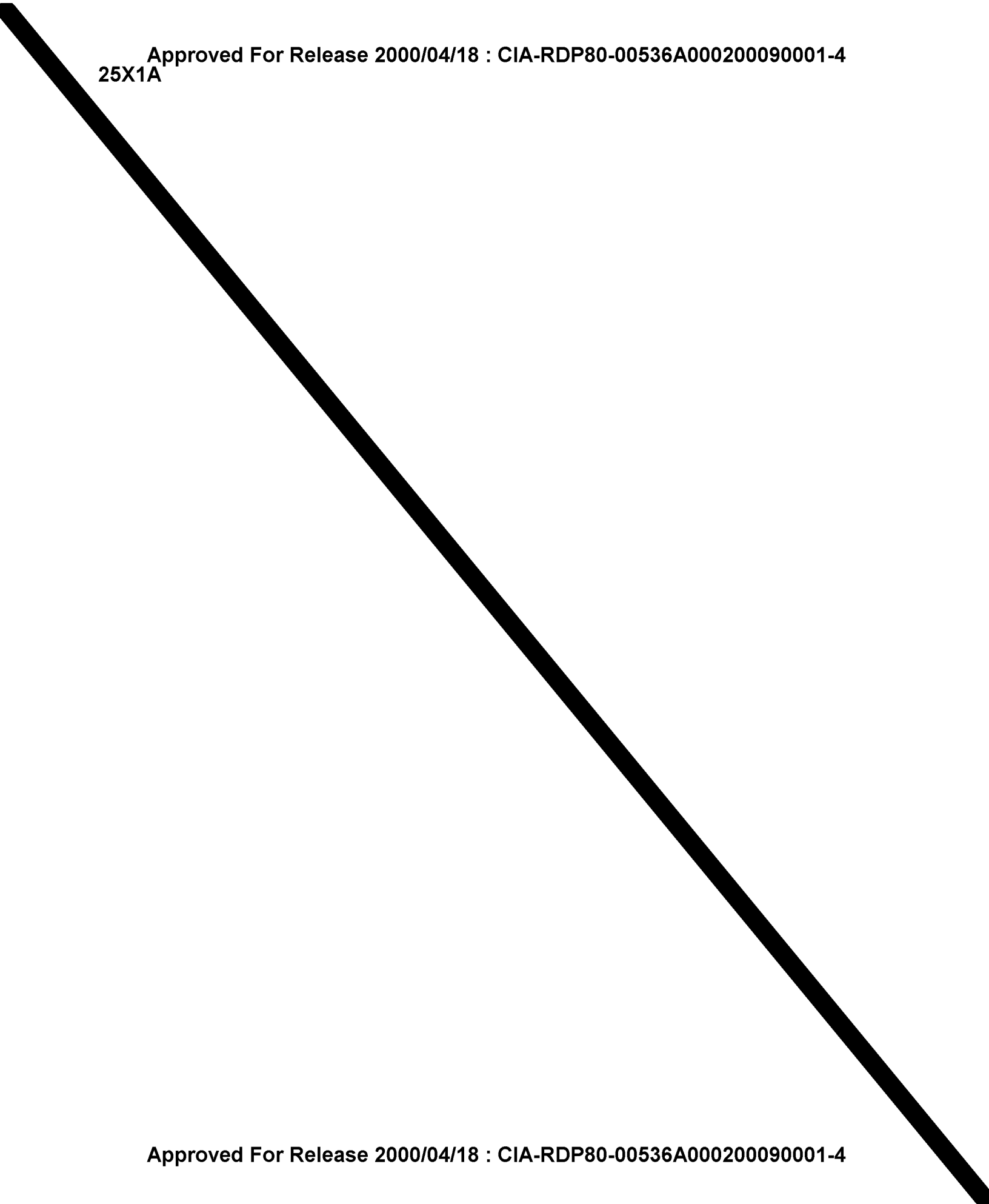
25X1A



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WEDNESDAY, 29 April 1970
(USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1445	Introduction to the Course	[redacted] Chief, Midcareer Executive Development Course, SUS/OTR	25X1A
		[redacted] Midcareer Executive Development Course, SUS/OTR	25X1A
1500	Welcoming Address	Lt. Gen. R. E. Cushman, Jr. Deputy Director of Central Intelligence	
1530	Special Clearance Briefings	[redacted] Security Officer, OTR	25X1A

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 24

PHASE I

THE MANAGERIAL GRID

Sunday, 3 May 1970

through

Friday, 8 May 1970

[redacted]

25X1A

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SUNDAY, 3 May 1970

1530	Arrive [redacted]	25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks [redacted]	
	Security Briefing	25X1A
1700	Reception [redacted]	25X1A
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

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MONDAY, 4 May 1970

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to [redacted] Activity	25X1A
1315-1630	Team Activity: [redacted]	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	General Session: Introduction to [redacted] [redacted] Critique	25X1A 25X1A
1915	Team Activity: Critique	

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TUESDAY, 5 May 1970

25X1A	0800-0830	General Session: Newsprint exchange on [redacted] Critique
	0830-0845	General Session: Introduction to Team vs. Committee Action Activity
	0845-1200	Team Activity: Step 1: Developing team solution for Team vs. Committee Action
	1200	Lunch
	1300-1400	Team Activity: Step 2: Critique. Complete wall charts
	1400-1415	General Session: Introduction to Pair Discussions
	1415-1515	Step 3: Pair Discussions
	1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 & 6
	1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles
	1700	Dinner
	1900	Team Activity: Step 6: Team Critique

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WEDNESDAY, 6 May 1970

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique
0830-0845	General Session: Introduction to 12 Angry Men Critique
0845-1030	Film: 12 Angry Men
1030-1115	Step 1: Individual Work: Judgments of managerial styles of 12 Angry Men characters
1115-1200	Step 2: Team Activity: Judging managerial styles of 12 Angry Men characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and team scoring of 12 Angry Men Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915	Team Activity: Ideal Organization Culture

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THURSDAY, 7 May 1970

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

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FRIDAY, 8 May 1970

0800-0930	Team Activity (Contd.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

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MIDCAREER COURSE NO. 24
Course Report

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Midcareer Executive Development Course (MEDC) No. 24

3 May - 12 June 1970

COURSE REPORT

I. Midcareerists Suggest New Criteria for Selection to Course

Sixteen of the thirty-four members of the Twenty-Fourth Midcareer Class used the final Overall Critique to give their views, as invited by the Director of Training, at the end of the fifth week of the course, regarding new criteria for the Midcareer Course. Of these Midcareerists, five were from the DDI, two from the DDS&T, six from the Clandestine Service, and three from the Support Services. Specifically:

A. The group felt that the Midcareer Course should be given to younger Agency officers -- the 'real Midcareerists' -- between the ages of about thirty and forty. (One student said the course would have "greater impact if it were made available to younger officers who have demonstrated potential for more substantive or administrative positions." In the same vein, another "questioned the usefulness of this particular course for those with a great deal of Agency experience and who, in some cases, aren't too far from retirement eligibility.")

B. A number of the Midcareerists felt that greater care should be taken by each Directorate in selecting candidates to the course. (One student wrote that "the course should not be a 'reward' for past good performance but based primarily on expectations.")

C. Some students offered new names for the course--e.g., "Midcareer Course" (dropping 'Executive Development'), "CIA Career Development Seminar", etc.

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D. A few members of the class felt that the ratio of Directorate representation in the class should be revised for a more balanced component representation, since the Midcareer Class seemed to be "heavy" with students from the Clandestine Service.

II. Student Views Regarding the Course

All of the Midcareerists who submitted final Overall Critiques -- thirty-two of the thirty-four class members felt that the Midcareer Course was very worthwhile. In general, the comments the students made regarding the three major phases of the six weeks of training can be summarized as follows:

A. Phase I (Managerial Grid)

Of the twenty-seven Midcareerists who took the Grid -- the seven others had previously had the Grid -- most were enthusiastic; only a few mentioned that it was not applicable to the Agency's job situation. The class was especially interested in the final Grid exercise on the Agency's organization culture (see Attachment B). A copy of the work of the four Grid teams -- one team for the DDI and DDS&T, one for the DDS, and two for the Clandestine Service -- was given during the fifth week to representatives of the Director's Management Advisory Group (MAG) when the latter asked the class for any Midcareerist suggestions regarding major Agency problems.

B. Phase II (CIA and the Intelligence Community)

During the two and a half weeks of Phase II the 24th Midcareer Class heard senior speakers from practically every major Agency component -- over 80 percent of those shown on the Agency's chart (see Attachment C). In general, the Deputy Directorate that won the highest praise for the caliber of its office presentations was the DDS, followed by the DDI and the DDS&T. Although the CS presentations rated fourth, these were much better than those of the preceding 23rd Class,

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and there were almost none of the virulent criticisms that the preceding class had. Student appreciation of the CS tasks and efforts were increased by [redacted] 25X1A
25X1A [redacted] discussion of a special DDI report emphasizing the increased effectiveness of CS reporting.

From the students' view, the speakers who had the greatest impact on the class were [redacted] 25X1A
25X1A [redacted] Cunningham, Bruce Clarke, Blake, [redacted] 25X1A
25X1A Houston, [redacted] Wattles, Lundahl, and John Clarke. The most interesting informal discussions -- either at [redacted] or at the Officers' Club -- were those of Colonel White, Messrs. Cunningham-Houston-
25X1A [redacted] Messrs. Bannerman-Blake-Osborn, and
25X1A [redacted]

The two sets of class seminars which were scheduled to provide the Midcareerists with the opportunity for greater student participation received a wide range of comments, but generally favorable. The highest student praise went to Drexel Godfrey, who was meeting with the Midcareerists for the last time prior to his departure from the Agency.

25X1A At Headquarters, the visits to TSD facilities at [redacted] to NPIC and IAS in [redacted] and to 25X1A
the PPB "tank" were judged very worthwhile, with TSD receiving the greatest student acclaim. The informal Cocktail Party which has been held in the Executive Dining Room for recent classes was rated a success, though most of the Midcareerists suggested other guests than the IG. Some of the students suggested asking the Director to meet with the class at one of these informal gatherings.

Student comments regarding the presentations by officials from sister Intelligence Community Agencies were much more favorable than those of the preceding class. Mr. David Mark, Deputy Director of INR and new to the Midcareer Course, proved the best. Lt.
25X1A [redacted] Deputy Director of DIA, was

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exceptionally frank in his comments -- more than the usual military speaker -- though the tenor of certain of his remarks made some students wonder whether his knowledge of intelligence activities, particularly those of the Agency, was as deep as his position might indicate. The class trip to NSA at Ft. Meade again received a mixed reaction but still a 2-1 student approval.

The 24th Midcareer Class seemed to be particularly impressed with the value and caliber of its own student Individual Presentations (IP's). The impact of these IP's on the Midcareerists seemed to register higher with this class even than those of recent classes.

C. Phase III (The United States and World Affairs)

The final phase of the course, which had several outstanding speakers both in and out of Government and which included an excellent Field Trip, was probably the most interesting element for the Midcareerists. Eleven of the speakers discussed foreign areas and/or foreign policy issues, while five speakers directed the Midcareerists' attention at significant areas of domestic concern (see Attachment D). The class was fortunate in having a meeting with the Director at the conclusion of the fifth week when Mr. Helms' schedule barred him from seeing the Midcareerists at the end of the course.

Rated as the best speakers were Professor Charles Burton Marshall, who opened this phase, Richard Scammon, Hyman Bookbinder, Assistant Secretary of State Marshall Green, Bruce Clarke (who discussed the Soviet Strategic Threat), and Professor Richard Walker. Professor Maurice Dawkins, a newcomer, rated better on his informal questions-and-answers than on his detailed account of

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Negro history; Hal Saunders of the NSC Staff gave a rather mundane discussion of the President's NSC responsibilities. A special treat for the class was the appearance on the Final Day of Mr. William Woodruff, Counsel of the Senate Appropriations Committee, and Assistant Secretary of State for Inter-American Affairs Charles Meyer. Both were extremely interesting and frank in discussing student questions.

The class strongly endorsed the visit to the CIA Operations Center and the viewing of the Soviet 50th anniversary film, "True Sons of the People", which [redacted] of OSR narrated. The Midcareerists had a wider range of comments on the CT and MAG Panels, but they still seemed to favor their continuation by a 3-1 margin.

25X1A

The 24th Midcareerists were unanimous in noting the value and interest of their Field Trip, one of the best available to any class. Of the three stops made, the visits to the NASA facilities at Cape Kennedy and to the SAC base at Cheyenne were rated better than the briefing and tour conducted at NORAD.

III. Class Statistics

There were 34 Midcareerists, including three women, in the 24th running. The students came from the following Agency components: one from the Office of the Director (Audit Staff); eight from the Intelligence Directorate; two from the Scientific and Technological Directorate; 15 from the Clandestine Service; and eight from the Support Services (see Attachment A).

The average age of the 24th Midcareerists was 41. Twenty-two members of the class were 41 and over, while the remaining 12 were 40 years old or younger. The ages of the students ranged from 31 to 48. The class had an average of 13 years' of Agency experience, and the average student grade was GS-13.5.

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IV. The Future

With the next two courses -- the 25th and 26th Classes -- being held in the fall and having only a three-week break in between, the MEDC Staff plans as much as possible to schedule both runnings before the end of the summer. With the exception of a few outside speakers in the Phase III portion of the course, this should not be too difficult to arrange. The short break will necessitate making both runnings fairly similar in content.

Wherever possible, the staff will attempt to strengthen the caliber of the speakers and to encourage greater student involvement in the content of the course. There will be a continued effort made in scheduling Phase III to bring in speakers who can discuss additional topics of major concern for the Midcareerists, either in foreign affairs or, as the DTR recently emphasized, in the [redacted] field.

25X1A

The next two Field Trips would seem logically to work out one for a northern route in the early fall -- SAC Headquarters at Omaha, NORAD at Colorado Springs, and a SAC base either at Cheyenne or -- a new one -- at Malmstrom Air Force Base, Montana. The cold weather of late fall would suggest a trip to the U.S. Navy's submarine base at Charleston, along with visits to the NASA facilities at Houston and Cape Kennedy.

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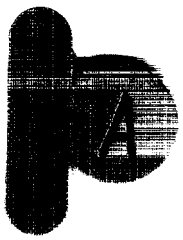
MEDC No. 24 Class Statistics



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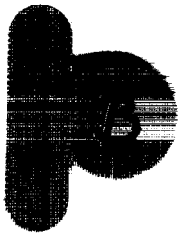
PHASE I (GRID) Final Exercise:
"Ideal vs. Actual Culture of Agency"



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BARRIERS CAUSES STEPS

FINAL GRID EXERCISE :- Ideal vs Actual Culture of Agency

DIRECTORATE OF INTELLIGENCE and DDS&T TEAM

Manning Retention of people who are incompetent or who cannot be fully occupied--too much tolerance of ineffective employees.	Bureaucratic procedures involving separation discourages efforts of managers who wish to separate incompetents.	Continued selection of good employees; more lateral movement to make it easier to transfer people to areas where they might be more fully occupied; stronger effort to evaluate people during early years of employment; longer trial period (3 years instead of 1).
Coordination Insufficient interaction among offices in the Directorates.	Reliance on traditional practices of the OSS-military heritage.	Coordination should be based on the problems to be solved; permit greater interaction between components.
Critique Inadequate review of effectiveness of operations and policies; valid critiquing does not get past planning.	Tradition and inertia; senior administrators do not listen to new ideas; over-cautious attitudes of managers.	Senior officials must be made aware of the lack of critiquing; establish and listen to grievance committees; seance
Insufficient concern for creativity	Overcaution; growth of bureaucratic tendencies.	Instill vitality at top and in many offices.
Planning	Too short-range; pro-forma implementation of long-range planning; traditional ways prevail; do not utilize best people in planning.	Greater participation by live personne value of planning should be stressed a highest levels.
Critique	Used for control and crises purposes only.	Use balanced, comprehensive, objective critique.
Organization Structure	Traditional (and inflexible) approach.	Delegate authority to lower levels to make changes (To Office-Division)
Quality of Management	Chance plays too important a role in selection of senior officers.	Develop sound succession system.

SUPPORT SERVICES TEAM

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BARRIERS	CAUSES	STEPS
Communication	Authoritarian senior menagement.	More frequent use MAG feedback.
Planning	Crisis orientation.	Better liaison between DDS planning elements.
Career Development	Overemphasis on CSGA. Lack of systematic planning.	Eliminate CSGA in Agency; attention to systematic planning.
eativity	Overemphasis on the tangible/technical.	Attention to people and procedural innovation.
1 Weaknesses in middle mangement	Dispersal of talent; lack of commitment; promotion bulge; lack of mobility.	Training; better long-range personnel planning; rotational assignments among major components; early retirement.
Inefficient/ineffective communication	Mechanics, language, volume.	Re-examination and restructure of procedures; training; reduce bulk; standard
Failure to confront cover problems	Loss of official cover; failure to use n.o.c. effectively.	Effective utilization of n.o.c. Experimentation.
ailure to relate activities to objectives	Emphasis on short-term "results"/production. Poor definition of objectives.	Allocate efforts on basis of objective priorities.
ck of communication at middle management levels.	Structure creates compartmentation (vertical & horizontal). Little participation in decision-making.	Increase middle management involvement in decision making.
Inadequate inter-Directorate communications	Formal vertical structure with few points of contact. Excessive compartmentation.	Define both problem and need to top management.
Inadequate encouragement of creativity.	Bureaucratic fear. Lack of open communication.	Create positive atmosphere for new ideas. Greater common commitment.
Retention of non-productive activities	Reluctance to depart from traditional numbers game. Too little on-going review and critique.	Realistic reappraisal of production, efficiency, security.

SUPPORT SERVICE TEAM

C.S. TEAM No. 1

C.S. TEAM No. 2

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CS TEA No. (2)

SECRET

ISSUES	STEPS
Lack of long-range career planning.	Problems of international crises. Subjectivity.	Create line-led personnel management element with genuine authority.
Inadequate personnel continuity at Headquarters.	Crisis management.	Crisis-oriented planning.

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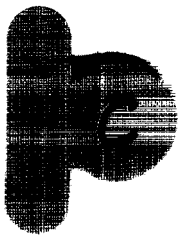
PHASE II (Agency and the USIB)

Speaker Coverage of CIA Components



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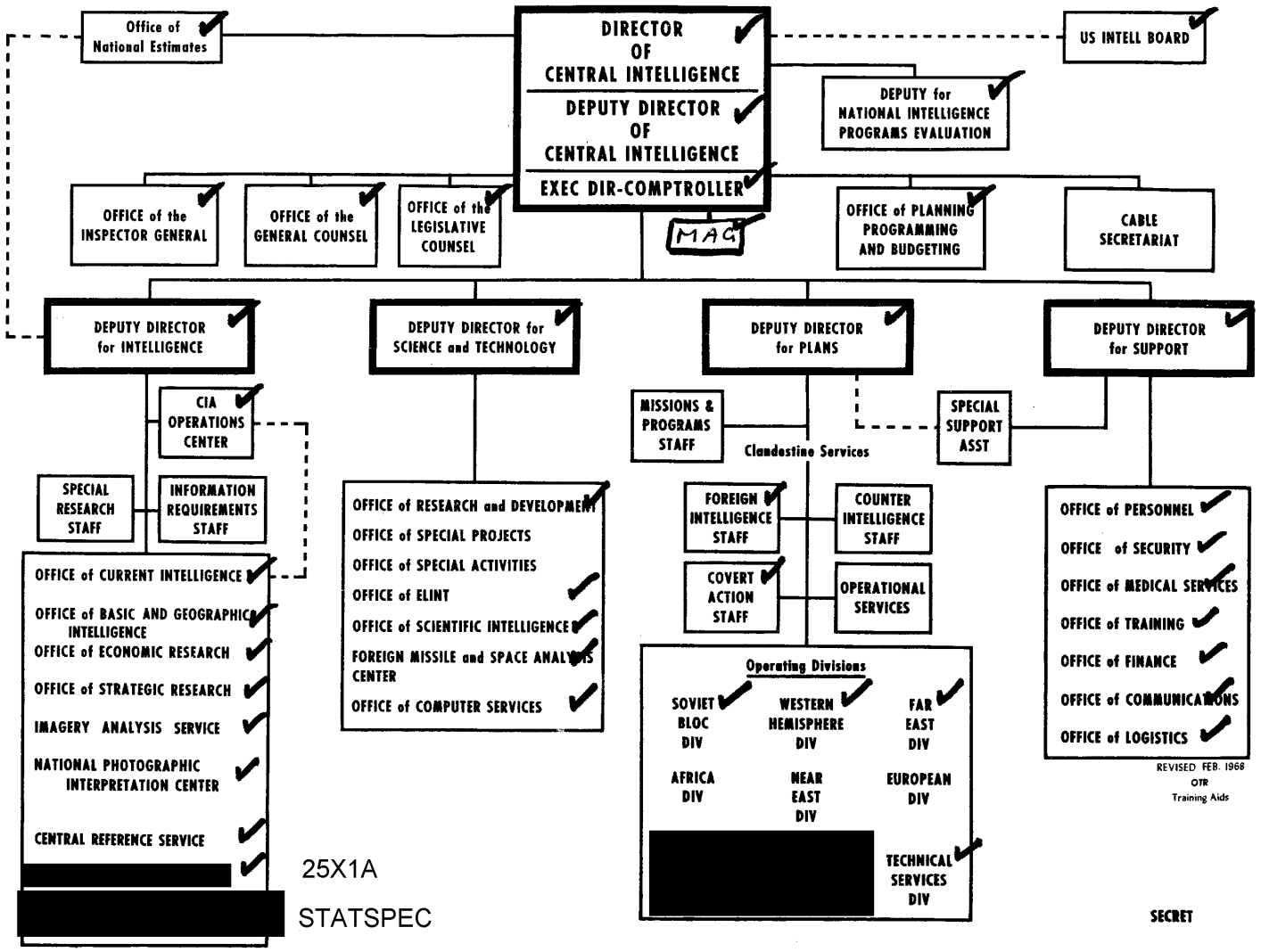
CENTRAL INTELLIGENCE AGENCY

✓ = Phase II Speakers



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PHASE III (U.S. and World Affairs)
Subjects Covered: Foreign and Domestic

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ATTACHMENT D

Phase III: "The United States and World Affairs"

Midcareer Executive Development Course (MEDC) No. 24

28 May - 12 June 1970

I. Opening:

"The Limits of U.S. Foreign Policy"	Dr. Charles Burton Marshall Johns Hopkins University

II. Foreign Areas and Issues:

"Soviet Foreign Policy"	Dr. Herbert Dinerstein Johns Hopkins University
"Soviet Strategic Threat"	Bruce Clarke Director, OSR, Central Intelligence Agency
"Communist China and Japan"	Dr. Richard Walker Director, Institute of International Affairs, University of South Carolina
"East Asia"	Marshall Green Assistant Secretary of State for East Asian Affairs
"Vietnam, Laos, and Cambodia"	[redacted] 25X1A Deputy SAVA, Central Intelligence Agency
"Latin America"	Charles Meyer Assistant Secretary of State for Inter-American Affairs

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"The Middle East"	Ambassador John Badeau Director, Middle East Institute, Columbia University
"Arms Control"	Dr. Herbert Scoville Former Assistant Director, Science and Technology, Arms Control and Disarmament Agency
"Coordination of U.S. Foreign Policy"	Ambassador Parker Hart Director, Middle East Institute, Washington, D.C.
"How to Read a Foreigner"	James Bostain Foreign Service Institute
"President's Decision-Making in Foreign Policy"	Dr. Harold Saunders Senior Member, The National Security Council

III. Domestic Concerns and Issues

"U.S. Politics in the 1970's"	Richard Scammon Director, Elections Research Center, Washington, D.C. and Analyst for "Newsweek"
"The U.S. Congress"	William Woodruff Counsel, U.S. Senate Appropriations Committee
"The Urban Crisis"	Hyman Bookbinder Former Assistant Director for the Poverty Program
"The Black-White Crisis"	Maurice Dawkins Federal Executive Institute, Charlottesville, Virginia

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IV. Agency Speakers (In Addition to Phase II)

Meeting with the Director	Richard Helms	
Meeting with the DDP	Thomas Karamessines	
Informal Cocktail Party Guest: the IG	Gordon Stewart	25X1A
Meeting with the M. A. G. Panel	[redacted]	
Panel of CT's		
Briefing and Tour of the CIA Operations Center	Chief, CIA Operations Center	

V. Field Trip

1. Cape Kennedy:
   - Tour of Cape Kennedy, with visit to AF Space Museum
   - Briefing at NASA Headquarters Building
   - Visit to the Vehicular Assembly Building
   - Tour of Apollo Launch Area

2. NORAD:
   - Briefing at NORAD Headquarters
   - Visit to the Cheyenne Mountain Headquarters
   - Tour of the Air Force Academy

3. SAC Base (Warren Air Force Base), Cheyenne:
   - Briefing at Warren Air Force Base
   - Heliocopter Flight to Minuteman Launch Control Sites
   - Tour of Warren Air Force Base Facilities

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